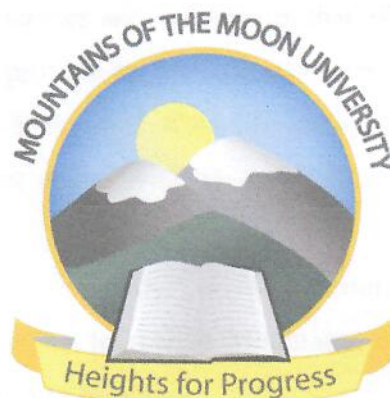

	MOUNTAINS OF THE MOON UNIVERSITY	Document Number: MMU/QAD/001
Document Title	Quality Assurance Policy	Effective Date:
Section Name	Directorate of Quality Assurance	Issue Number:



MOUNTAINS OF THE MOON UNIVERSITY

QUALITY ASSURANCE POLICY

2024

Checked by;	Approved by; 	Date: 22-03-2024
--------------------	--	----------------------------

PREFACE

The development of the Quality Assurance Policy has followed a consultative process through stakeholder meetings within and outside the University. This policy is subject to amendment in case of new developments and improvement.

With the Liberalization of the Higher Education sector Quality Assurance issues emerged. There was need to regulate the private providers. Universities soon or later started experiencing increasing enrollment beyond the capacity of the facilities and staffing levels. Traditional QA focused more on inputs with limited attention to processes and outputs. on that effect, Quality Assurance in Higher Education has been developed to provide an Institutional framework and as a common frame of reference that will assist and guide Mountains of the Moon University in developing and practicing a common quality assurance culture in line with the aspirations and international developments in quality assurance.

On behalf of Mountains of the Moon University, I wish to encourage all staff and other stakeholders to adopt and operationalize this policy to realize Mountains of the Moon University a reality. Finally, I wish you all the best in the use of policy.



ENG. DR. BEN MANYINDO

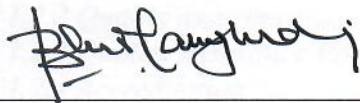
CHAIRPERSON UNIVERSITY COUNCIL

CITATION

This policy shall be cited as the “**QUALITY ASSURANCE POLICY, 2024**”

APPROVAL

Approved by the Mountains of the Moon University Council



Signature

22 - 03 - 2024

Date of Approval

ENG. DR. BEN MANYINDO

CHAIRPERSON UNIVERSITY COUNCIL

TABLE OF CONTENTS

PREFACE	II
CITATION	III
APPROVAL	III
LIST OF ABBREVIATIONS AND ACRONYMS	VI
1.0 INTRODUCTION	1
1.1 BACKGROUND	1
1.2 DEFINITIONS	1
1.2.1 QUALITY	1
1.2.2 <i>Quality assurance</i>	1
1.2.3 <i>Quality Assurance Policy</i>	1
1.2.4 <i>Accreditation</i>	1
1.2.5 <i>Assessment</i>	1
1.2.6 <i>Quality Audit</i>	1
1.2.7 <i>Programme Review</i>	2
1.2.8 <i>Quality Control</i>	2
1.2.9 <i>Quality Management</i>	2
1.2.10 <i>Stakeholder</i>	2
2.0 QUALITY ASSURANCE POLICY STATEMENT	2
2.1 OBJECTIVES OF THE POLICY	2
2.2 THE LEGAL FRAMEWORK AND PURPOSE OF THE POLICY	3
3.0 SCOPE OF THE POLICY	4
3.1 ASSUMPTIONS OF THE POLICY	4
3.2 QUALITY ASSURANCE GUIDING PRINCIPLES	4
3.2.1 <i>Principle 1: Client Focused:</i>	4
3.2.2 <i>Principle 2: Quality Leadership:</i>	4
3.2.3 <i>Principle 3: Involvement of People:</i>	5
3.2.4 <i>Principle 4: Systems Process Re-engineering:</i>	5
3.2.5 <i>Principle 5: Factual Approach to Decision making:</i>	5
3.2.6 <i>Principle 6: Mutually Beneficial Client or/and Supplier Relationship:</i>	5
3.2.7 <i>Principle 7: Focus on persons with special needs:</i>	5
4.0 QUALITY ASSURANCE MECHANISMS TO BE ENHANCED IN MMU	5
4.1 MODES OF EXTERNAL REVIEW	6
5.0 ACADEMIC QUALITY MANAGEMENT	6
5.1 STANDARDS FOR QUALITY ACADEMIC MANAGEMENT	7
5.1.1 <i>Teaching and Learning</i>	7
5.1.2 <i>Research, Innovations and Consultancy</i>	7
5.1.3 <i>Infrastructural Facilities and Equipment</i>	7
5.1.4 <i>Curriculum Development and Course Evaluations</i>	8
5.1.5 <i>University Human Resources</i>	8
5.1.6 <i>Students Admission and Retention</i>	9

5.1.7 Information and Accessibility.....	9
5.1.8 Quality of Partnerships and Community Engagement.....	9
5.1.9 Staff Support Services.....	10
5.1.10 Quality in Student Assessment.....	10
5.1.11 Examination Board Meetings.....	10
5.1.12 External Examiners' Feedback.....	11
5.1.13 External Examining.....	11
5.1.14 Roles and tasks for External Examiners.....	11
5.1.15 Nominations and Appointments.....	11
5.1.16 Termination of Appointments for External Examiners.....	12
6.0 QUALITY OF ACADEMIC STAFF.....	12
7.0 MANAGING QUALITY FOR DISTANCE LEARNING	12
8.0 ASSESSING QUALITY OUTPUTS	12
9.0 QUALITY CONTROL IN UNIVERSITY FINANCIAL MANAGEMENT	13
10.0 TOP UNIVERSITY MANAGEMENT	13
11.0 QUALITY ASSURANCE STRUCTURAL MANAGEMENT AND IMPLEMENTATION.....	14
11.1. THE UNIVERSITY COUNCIL	14
11.2 THE UNIVERSITY SENATE	14
11.3 THE FACULTY BOARDS	14
11.4 UNIVERSITY DEPARTMENTS.....	15
11.5 HEAD OF ADMINISTRATIVE DEPARTMENT	15
12.0 MANAGEMENT STRUCTURE.....	15
12.1. VICE CHANCELLOR.....	15
12.2 DIRECTORATE OF QUALITY ASSURANCE.....	15
13.0 QUALITY ASSURANCE SYSTEM PROCEDURE DOCUMENTS.....	16
14.0 MONITORING AND EVALUATION.....	16
15.0 FEEDBACK FROM STAKEHOLDERS	16
16.0 VALIDITY OF THE POLICY PROVISIONS	17
17.0 REVISION OF THE QUALITY ASSURANCE POLICY	17

fm

List of Abbreviations and Acronyms

ASAMMU	: Administrative Staff Association of Mountains of the Moon University
DL	: Distance Learning
ICT	: Information Communications Technology
ISO	: International Organization for Standardization
FAC	: Faculty Committee
MMU	: Mountains of the Moon University
MMUASA	: Mountains of the Moon University Academic Staff Association
NCHE	: National Council for Higher Education
NUEI	: National Union of Education Institutions
ODeL	: Open Distance and Electronic learning
QAD	: Quality Assurance Directorate
QALAPAC	: Quality Assurance, Library and Academic Programmes Advisory Committee
SOPs	: Standard Operating Procedures
TUM	: Top University Management
UOTIA	: Universities and Other Tertiary Institutions Act
VC	: Vice Chancellor



1.0 Introduction

1.1 Background

Mountains of the Moon University (MMU) is unique, having been founded by the community to support the sustainable socio-economic transformation of people in the Rwenzori Region and Uganda. MMU is located in Fort Portal Tourism City, Kabarole District, in Western Uganda. It was initially founded as a private, non-profit institution in 2005 but transitioned into a public university effective 1st/July/2022 under Statutory Instrument No.2 of 2022. This makes MMU the 10th public university in Uganda.

1.2 Definitions

For purposes of this policy or else, the following definition shall apply:

1.2.1 Quality

Quality in the perspective of this policy means conforming to specific standards, compliance and continuous improvement. It also integrates a wide range of activities aimed at ensuring compliance to stakeholder and statutory requirements.

1.2.2 Quality assurance

It refers to how the institution conforms or complies with quality standards

1.2.3 Quality Assurance Policy

A convinced and logical course of actions selected to determine present and future conformity to specific set standards, decisions and direction.

1.2.4 Accreditation

Process through which a government or quality assurance agency evaluates the quality of higher education of an academic institution or a specific education programme to evaluate that it has met predetermined set criteria or standards

1.2.5 Assessment

In the context of this policy, assessment is the process of identifying and ensuring that appropriate internal procedures are in place and operational and that outcomes of academic programmes and activities are in accordance with established standards.

1.2.6 Quality Audit

Quality Audit is a process of identifying and ensuring that appropriate internal quality assurance processes are present and functioning.

1.2.7 Programme Review

Programme review is a process of rounded evaluation of a course or programme and resources, with a view to further progress and improvement.

1.2.8 Quality Control

It refers to a process established to ensure that set plans and activities are implemented with prescribed standard control measures.

1.2.9 Quality Management

It means processes established to facilitate achievement of quality in an institution

1.2.10 Stakeholder

Stakeholder is a term that includes agencies (government and private) that control tertiary institutions, individuals, groups that participate in or have responsibilities towards tertiary education in Uganda.

2.0 Quality Assurance Policy Statement

Mountains of the Moon University is committed to providing Quality education, conducting Research and provision of other services that meet the needs of its students and stakeholders through the maintaining and improving the standards of teaching and learning, scholarship student learning experience, research and other services through community outreach. The Quality Assurance policy therefore will be dedicated to improving quality work and learning environment that is grounded in intellectual and academic freedom, team work, quest for Academic excellence, professionalism, discipline and continuous improvement of its programmes, activities and services so as to achieve customer satisfaction.

2.1 Objectives of the Policy

The objectives of the Quality Assurance Policy include the following:-

- i) Create awareness among all stakeholders on the benefits of quality assurance.
- ii) Provide a conducive environment for quality teaching and learning, research, innovations and consultancy services.
- iii) To guarantee that the achievement of academic quality is supported by effective and efficient policies, procedures, guidelines, structures and facilities
- iv) To ensure the attraction, recruitment, training, development and retention of highly qualified staff for attainment of academic excellence.
- v) To ensure adherence to prescribed standard operating procedures and guidelines throughout the University operations.

2.2 The Legal framework and purpose of the Policy

This Quality Assurance Policy shall define the process by which Mountains of the Moon University is managed to achieve and assure quality in its services in order to ensure that activities, human and physical resources that combine to underpin the academic programmes conform to among others;

- a) The Constitution of the Republic of Uganda 1995 as amended by Act No. 11 of 2005 that gives the overall legal framework for quality assurance in higher education,
- b) Statutory Instrument No.2 of 2022 (Establishment of Mountains of the Moon University)
- c) The Universities and Other Tertiary Institutions Act (2001),
- d) The National Council for Higher Education Post Graduate Guidelines
- e) Inter-University Council for East Africa Quality Assurance handbook.
- f) The Quality Assurance Framework for Universities (2014)
- g) Statutory Instrument No 80 B 2008 – NCHE Checklist of Quality and Universities capacity indicators for assessment of Universities and programme under UOTIA 2001.
- h) Statutory Instrument No. 85 of 2005: Institutional Standards Regulations, 2005.
- i) Statutory Instrument No.62 of 2007: Equating of Degrees, Diplomas and Certificates Regulations, 2007.
- j) Statutory Instrument No. 63 of 2007: Minimum Entry Requirements for Admission to Universities and Other Tertiary Institutions Regulations, 2007.
- k) Statutory Instrument No. 34 of 2008: Quality Assurance Regulations, 2008.
- l) Statutory Instrument No. 35 of 2008: Basic Requirements and Minimum Standards for Procurement Education and Training Regulations, 2008.
- m) Statutory Instrument No. 50 of 2010: Awarding of Honorary Degrees and Academic Titles. Regulations, 2010.
- n) UOTIA (Grading and classification of undergraduate degrees & diplomas) Regulation 2015
- o) Volume 1: QA Hand book – Self Assessment at program level
- p) Volume 2: QA Hand book – Guidelines for external assessment at program level
- q) Volume 3: QA Hand book – Guidelines for self-assessment at Institutional level
- r) Volume 4: Road map to Quality Hand book.
- s) The International standards on Quality Management (9000 & 9001) .

3.0 Scope of the Policy

This policy shall guide all teaching and learning processes including Online, Distance, electronic Learning (ODEL); academic and professional programs (All Academic programmes) and non-academic services Mountains of the Moon offers in all its constituents and other collaborating institutions. All academic staff, Students' enrolment, Teaching and Learning, Assessments, University Human Resources, Equipment and Infra structural facilities, Research and Innovations, Information and Accessibility, Consultancy, Partnerships and outreach services. Quality assurance will be observed in all faculties, schools, institutes, colleges and learning centers of Mountains of the Moon University. This policy provides a general guide to the process of monitoring and evaluating quality in all aspects of MMU operations.

3.1 Assumptions of the Policy

- a) It does not specify modalities or procedures for the actual process of ensuring quality, a task left to individual units and the Central University administration.
- b) The policy assumes that the units and the University central administration shall continually set and review quality standards in all the major fields of operation.
- c) The task of the quality assurance process is to constantly determine the extent to which MMU achieves the standards it set for itself, and to advice on ways of improving quality at both the institutional and unit levels.
- d) The Quality Assurance Directorate (QAD) shall continually execute this task using appropriate evaluation instruments. It is the duty of Quality Assurance Directorate to develop and review these instruments with a view to ensuring that they are capable of capturing sufficient evidence to show the extent to which MMU is achieving its set quality standards in all its major spheres of operation.

3.2 Quality Assurance Guiding Principles

This Quality assurance policy adheres to the following guiding principles

3.2.1 Principle 1: Client Focused: The University depends on her clients and therefore should understand the current and future client needs, meet client requirements and aspire to exceed client expectations;

3.2.2 Principle 2: Quality Leadership: Leaders establish unit of purpose and direction in the university. They should create and maintain conducive internal environment in which people are motivated and fully involved in achieving the University's objectives;

3.2.3 Principle 3: Involvement of People: People at all levels are a core asset of an institution and their involvement enables their abilities to be used to an institution's benefit;

3.2.4 Principle 4: Systems Process Re-engineering:

Identifying, understanding and managing a system of interrelated processes for Quality Assurance objectives improves the University's efficiency and effectiveness.

3.2.5 Principle 5: Factual Approach to Decision making: Effective decisions are based on the analysis of data and information;

3.2.6 Principle 6: Mutually Beneficial Client or/and Supplier Relationship: The University and her suppliers are interdependent, and a mutually beneficial relationship enhances the ability of both to create value; and

3.2.7 Principle 7: Focus on persons with special needs: Providing quality services and infrastructure that is responsive to the needs of persons with special needs to enhance their ability to contribute to the attainment of the University's vision and mission.

4.0 Quality Assurance Mechanisms to be enhanced in MMU.

External quality assurance mechanisms will be based on approved procedures and standards as approved by academic board, senate and NCHE.

Mountains of the Moon University shall use the following external mechanisms to ensure high quality standards are maintained:

- i). External academic programme reviewers
- ii). External examiners
- iii). External professional bodies
- iv). External accreditation agencies (for professional programmes that have recognized, credible professional accreditation agencies)
- v). Employers
- vi). Alumni
- vii). External auditors
- viii). ISO certification of programmes and labs
- ix). Other Universities.



4.1 Modes of External Review

The external review shall scrutinize the following documents;

- i. Academic documents of those seeking to be admitted to a university programme
- ii. Students' assignments, tests, projects, examination papers and answer scripts
- iii. Academic staff course materials such as course outlines, handouts, monographs, laboratory manuals and study guides
- iv. Programme and course structure and content
- v. Physical facilities: Laboratories and equipment, library facilities, computer facilities
- vi. Information and administrative support
- vii. Financial support information i.e. Research grants, conference funds, accountability and evaluation
- viii. Academic qualifications of staff being recruited to the University
- ix. Curriculum vitae of academic staff
- x. Academic staff publications
- xi. Student tracking information i.e. progression and employment data
- xii. Records, data and any other material related to teaching, research and publication as shall be requested by the external reviewers

5.0 Academic Quality Management

- a) Internal quality assurance mechanisms shall focus on the academic division and non-academic sector to assess and develop the following:
 - b) Teaching, Learning and Infrastructure
 - c) Quality programmes, courses and curricular
 - d) Research and outreach services
 - e) Student enrollment, retention, and academic progress
 - f) Curriculum and course appraisal
 - g) Open, distance and E-Learning
 - h) Internal and external assessments or examinations
 - i) Quality resources and facilities
 - j) Community engagement activities, partnerships and collaboration
 - k) Quality administration, management structures and procedures
 - l) Quality support services.

5.1 Standards for Quality Academic Management

5.1.1 Teaching and Learning

Teaching and learning activities should be aligned to support the achievement of intended learning outcomes while taking students' needs into consideration. The University has a responsibility to promote and enhance student-centered learning through the provision of adequate and timely teaching and learning resources for both face-to-face and ODeL learning.

The scope includes academic and infrastructure quality concerns such as: teaching and learning hours, student assessment (setting of examination, moderation, marking, processing and declaration of the results. In achieving the teaching and learning activities;

- a) The University shall recruit qualified and competent teaching and support staff engaged in academics to provide services they are employed to perform.
- b) Academic staff members of Mountains of the Moon University shall be re-trained to keep them up-to-date with the developments in their respective fields through refresher courses or capacity building.
- c) Ensuring quality teaching and learning, the Faculty Quality Assurance Committees together with the Deans and Heads of faculties, schools, colleges and institutes shall control the quality student learning by safeguarding required standard.
- d) Continuous evaluation and consultation shall always be carried out with the stakeholders to integrate new knowledge, skills and practices necessary for maintaining quality services.

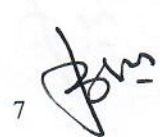
5.1.2 Research, Innovations and Consultancy

In fulfilling her core functions and strategic objectives, the University shall consistently monitor and evaluate the quality of research, innovations and consultancy activities conducted in the University. Research promotes the University to be a centre of academic excellence, scholarship, knowledge generation and publications. For MMU to keep an outstanding reputation in research, it must be committed to maintaining and expanding its research capacity.

MMU must observe quality to enable it to achieve quality output in basic and applied research through the University Research Agenda.

5.1.3 Infrastructural Facilities and Equipment

The quality of infrastructural facilities and equipment (i.e. lecture rooms, library, book banks, ICT's, Laboratories or practical facilities, and others) is important for achieving the core functions and mandate of the University.

7 

The University shall provide adequate and modern infrastructural facilities and equipment that are responsive to the needs of clients and academic programmes. The University physical infrastructure includes land, buildings, roads, paths, farms or gardens and also playing fields.

The University shall set quality assurance control guidelines and SOPs to manage their utilization and Quality management for the physical infrastructure will require the MMU to have:

- a) The infrastructure master plan to guide utilization of University assets.
- b) There shall be procedures for operations, maintenance and repairs
- c) For maintenance and operations, there shall be the maintenance asset register to indicate work carried out.

5.1.4 Curriculum Development and Course Evaluations

To ensure quality of her programmes, MMU shall develop all programmes following the law, guidelines and procedures set by the National Council for Higher Education (NCHE) and other regulatory bodies. (I.e. UOTIA, 2001 and the Statutory Instruments). Additionally, the programmes being on offer must be relevant to the national human capital development priorities and knowledge generation through research with impact and;

- a) All academic programmes shall be developed following prescribed national standards and procedures provided by National Council for Higher Education.
- b) All academic programmes developed shall be regularly monitored and reviewed to determine their relevance for the stakeholders.
- c) Respective faculties, schools, colleges and institutes shall ensure that elements of their academic programmes (course description, delivery methods, learning outcomes and assessment methods) are continually updated.
- d) All new academic programmes shall undergo the University quality screening process to determine compliance to the regulatory procedures.
- e) There shall be audits and surveys to evaluate teaching standards and appropriateness of the learning procedures adopted

5.1.5: University Human Resources

The quality of human resources is critical in the achievement of the University's core functions and strategic objectives and the University shall carefully identify, effectively deploy, develop and manage her human resources.

The rules and processes that govern selection, promotion and reward of staff in various positions at the University shall be adhered to. The university shall put in place enabler for staff to thrive in their JDs and the wider-university service.

5.1.6 Students Admission and Retention

A favorable environment for students is a prerequisite for a productive education process. It is the responsibility of the University to continually provide and maintain a conducive environment for quality educational outcomes as specified in the Admissions and Registration Policy.

5.1.7 Information and Accessibility.

Information and accessibility encompasses many issues surrounding availability, accessibility and affordability to information.

The University shall gather all classes of information regarding the standards and quality of its programs and disseminate it to the general public, specifically prospective and current students to have access to up-to-date, consistent and reliable information about the standards and quality of programmes offered.

MMU through the Quality Assurance Directorate (QAD) and its committees (Committee of Senate and other committees) shall keep staff and students regularly informed about all QA initiatives and developments through publications, newsletters and University website, and reports to Faculties, Management, Senate and Council

5.1.8 Quality of Partnerships and Community Engagement

The principle purpose in developing partnerships with other service providers, development partners, and community is the enrichment of educational opportunity, experience and provision of services. The University shall;

- a) Create an enabling environment for students and staff to partner with friendly institutions/organizations and communities.
- b) Have an obligation to provide expert services to the community and influence industry through its research and intellectual output.
- c) Identify and disseminate good practices within and from outside the university in terms of upholding the highest standards of professionalism, ethics, gender mainstreaming and equal opportunities for all students and staff
- d) Ensure that faculties/institutes regularly review their community engagement programmes especially at curriculum review etc.

5.1.9 Staff Support Services

Support services are equally important in the University therefore they have to be appropriate to produce quality output.

Support services Departments have a responsibility to maintain proficient standards suitable to the service function. Therefore the staffs in the respective departments have to plan, manage and review the services to ensure that those services support academic developments and add to the quality of the student.

To ensure quality of the services they provide, service departments shall:

- a) Collect information on student needs and priorities to inform the planning of the service.
- b) Carry student feedback surveys to evaluate student satisfaction on the services they provide
- c) Develop client service care attitude

Support staff shall be engaged on well-defined terms and conditions of employment that are in conformity with the Employment Act, Public Service Standing Orders and MMU Human Resource Manual.

5.1.10 Quality in Student Assessment

Students' assessment is a critical aspect of the teaching and learning process. Whether teaching at undergraduate or graduate level it's important for instructors to strategically evaluate the effectiveness of their teaching by measuring the extent to which students in classrooms are learning.

The Academic Registrar shall develop a centralized system of quality assurance to monitor the quality of examinations that should demonstrate knowledge and skills of the course content learnt. Examination setting, moderation, administration and processing of results shall adhere to the examination regulations provided in the examination manual of Mountains of the Moon University. Setting shall always be taken from the program curriculum and moderation done at the departmental level. Moderation reports and minutes shall be prepared by departmental heads as evidence that the activity was carried out.

5.1.11 Examination Board Meetings

Final examination results are reviewed and approved before they are published by the Senate. They are first discussed and thorough recommendations are made by the Faculty Boards which later forwards it to the senate for final approval and there after publication occurs. They are responsible for ensuring that the output of the teaching, learning and assessment process is fair and consistent across all Faculties.

5.1.12 External Examiners' Feedback

External examiners are expected to comment on the validity of the assessment instruments, the quality of student performance and the standard of student attainment, the reliability of the marking process and any concerns or irregularities with respect to observation of the University regulation and produce a report on the student assessment process to the Deputy Vice-Chancellor (Academic Affairs) with a copy to the respective faculties, schools, colleges, institutes and their respective departments which will be discussed in the University Senate for deliberation and taking decisions on actionable areas.

5.1.13 External Examining

External examining is a methodology of assessing quality of student's academic assessments to ensure academic excellence in Universities. Universities engage external examiners to evaluate the program content and the process of student assessment. External examining is an assessment tool used to measure the academic standard of staff and graduates. External examiners are expected to comment on the validity of the assessment instruments, the quality of student performance and the standard of student attainment, the reliability of the marking process and any concerns or irregularities with respect to observation of the University regulation.

5.1.14 Roles and tasks for External Examiners

- a) External examiners verify assessment standards for each unit of study and provide an independent remark on the standards examination setting and student realization of those standards.
- b) External examiners shall validate the process of determining assessment results for individual students if it was fairly done in line with the University's regulations

5.1.15 Nominations and Appointments

- a) Heads of departments through their informal contact can contact academic staff from credible Universities, solicit for their curriculum vitae.
- b) Heads of departments shall present curriculum vitae to the Faculty boards for scrutiny on (expertise, experience and seniority) and recommend potential external examiners.
- c) Undergraduate programme external examiners shall be appointed by the University Senate or the Deputy Vice-Chancellor (Academic Affairs) on the recommendation of the respective Faculty Board.

- d) External examiners for Graduate Programmes are appointed by the committee of graduate studies and research which is a committee of senate or the Deputy Vice-Chancellor (Academic Affairs) on the recommendation of the respective Faculty Board.
- e) External examiners shall serve for a period of three years subject for reappointment when the external examiner has exhibited higher levels of performance.

5.1.16 Termination of Appointments for External Examiners

Conditions that will lead to termination of external examiners appoint

- a) External examiners whose performance is rated low shall have their services terminated by Mountains of the Moon University.
- b) Obstinate refusal to work within the University's academic regulations.
- c) Failing to attend two successive such examination board meetings without notice.
- d) Refusal to provide reports on the assessment process required by the University.
- e) Ending of external examiner's services shall include the following conditions
 - i. Possible conflicts that could impede objectivity of the person.
 - ii. Failure of the external examiner to fulfill the assigned duties in specified time.

6.0 Quality of Academic Staff

The quality of academic services depends on the quality of the teaching staff employed by the University. Mountains of the Moon University shall ensure that its academic staff employed conforms to the standards as provided in the Quality Assurance Framework for Universities and the University Human Resource Manual.

7.0 Managing Quality for Distance Learning

Mountains of the Moon University promote Distance Learning as an approach of increasing access to higher education. To ensure quality in distance learning, the University is required to develop a strategic plan for it. Quality service provision through distance learning (DL) shall follow the procedures and regulations provided in the Distance Learning Policy and guidelines for the University.

8.0 Assessing Quality Outputs

University worth is examined on the quality of its graduates, research and publications and the performance of alumni in the job market. To ensure that there is quality output, the University shall:

- a) Carryout a comprehensive study to track the employment status of the graduates

- b) Carryout a survey on the potential employers of the MMU graduates to assess their performance and employer satisfaction.
- c) Conduct routine student internal assessment of staff to determine the quality of delivery.
- d) Conduct internal audits of student assessment protocols if they are up-to-date with the requirements of the job market.
- e) Audit the University community outreach activities to determine their relevance to students and stakeholders.
- f) Implement University annual reviews to evaluate internal performance of staff and departmental performance.

9.0 Quality Control in University Financial Management

Given that funds are essential in the delivery of education services in an academic institution, they have to be appropriated adequately and well managed in the University. The institutional auditors shall cautiously perform the following:

- a) The auditors shall examine the processes of budget formation to ascertain whether the stakeholders followed the budgeting procedures;
- b) Auditors shall examine and provide information on the source of funding;
- c) The Auditors shall study expenses to ascertain whether the University conform to financial procedures and regulations as regards to financial spending;
- d) The Auditors shall scrutinize the systems of financial controls and methods of accountability in all unit of the university to establish value for money.

More quality control procedures are provided in the University Financial Policy and the financial manual. After every five years, MMU shall carry out an internal and external audit as provided for by the Quality Assurance Framework for Universities and the Licensing Process for Higher Education Institutions, NCHE (2014)

10.0 Top University Management

Top University Management is essential to support effective quality assurance system. Therefore, Top University Management (TUM) leadership shall:

- a) Establish an educational environment that encourages moral values and equity for all stakeholders.
- b) Establish quality improvement mechanisms that address that the mission is successfully achieved.

- c) Guide the University in reviewing the organizational performance for quality assurance.
- d) Establish a 360 - degree assessments of all office bearer (staff) in the University as opposed to supervisor-Supervisee appraisal system

11.0 Quality Assurance Structural Management and Implementation

The successful implementation of this policy is dependent on the efficiency and effectiveness of the governance and management systems in the University. The following governance and management structures shall apply in the implementation of this policy.

11.1. The University Council

In reference to the University and Other Tertiary Institutions Act 2001 as amended, section 41(e), the University Council has powers to establish organs in the University. According to the powers entrusted to the University Council and based on the evidence the council may establish other quality management structures at various levels within the University for Purposes of quality management.

- a) The University Council shall determine the structural composition of the quality assurance management bodies.
- b) Establish the terms of reference for the personnel.
- c) Determine the roles to be performed by each person.
- d) Determine the period for the tenure of office of the officials managing the established office.

11.2 The University Senate

The University Senate is responsible for the organization, control and direction of the academic matters of the University and as such Senate is in charge of teaching and learning, research, and the general standard of education in the University. The Senate Sub-committees in charge of Quality Assurance [currently Quality Assurance, Library and Academic Programmes Advisory Committee (QALAPAC)], shall handle all matters pertaining to Quality Assurance of academic matters, as stipulated in their Terms of Reference, on behalf of Senate and shall ensure that the Quality Assurance policy decisions are implemented with the desire to improve the University's performance in all its functions.

11.3 The Faculty Boards

The Faculty Boards of the University are responsible for all matters relating to the Academic programmes offered by the Faculty, including issues pertaining to Quality Assurance. These matters are normally discussed at Faculty Board meetings, chaired by the Faculty Dean. A Faculty Quality

Assurance representative, who is a member of the Faculty Board, shall be solicited to the Quality Assurance Directorate to ensure that issues of Quality Assurance are presented to and discussed in Faculty boards' meetings. The representative shall report to the Director of Quality Assurance.

11.4 University Departments

Issues that relate to the affairs of University Departments (both Academic and Administrative) are discussed at Departmental meetings with the Head of Department as Chair. University Departments are the lowest units responsible for implementing Quality Assurance activities. A Departmental Quality Assurance representative, who is a member of the Department, shall be solicited to the Quality Assurance Directorate to ensure that issues of Quality Assurance are presented at Departmental meetings. The representative shall report to the Quality Assurance Director

11.5 Head of Administrative Department

Heads of Administrative Departments shall plan and budget, coordinate, monitor, evaluate and mainstream quality in all activities in their Departments. They shall report matters of Quality Assurance to the Director of Quality Assurance.

12.0 Management Structure

The management structure shall be constituted by the office of the Vice Chancellor, DVC Finance & Administration, Directorate of Quality Assurance, Deans and Heads of Academic and Administrative Departments

12.1. Vice Chancellor

The Vice Chancellor (VC) shall be the overall supervisor of all matters concerning quality Assurance in the University. In the execution of this mandate, the VC will be required to regularly report to Council on the status of Quality Assurance in the University.

12.2 Directorate of Quality Assurance

The governance structure shall consist of the University Council, Senate, TUM, Faculty Boards and Academic/Administrative Departments. The Directorate of Quality Assurance shall have several functions which will be performed which include:

- a) Initiate, develop and implement quality assurance policies and guidelines;
- b) Provide technical guidance on quality issues, coordinate and monitor performance of quality assurance activities in the University;
- c) Develop and institutionalize a framework, tools and guidelines for analysis of quality assurance in the university;

- d) Enforce compliance with policies, procedures, standards, regulations and laws regarding total quality management in higher education;
- e) Enhance processes of academic quality assurance and relevancy of the performance standards in all aspects and functions of the University; and
- f) Develop and periodically update Quality Assurance Operational Manuals to guide University performance and operations.
- g) Any other in line with the effectiveness and efficiency of quality services both internal and external.

13.0 Quality Assurance System Procedure Documents

In the implementation of Quality Assurance System (QAS), the University shall maintain relevant documents that will include: quality manual, operating procedure and defined responsibilities to be followed by employees.

14.0 Monitoring and Evaluation

There shall be a Monitoring and Evaluation (M&E) framework that will be used to check the progress and implementation of Quality assurance activities at all levels. The Directorate of Quality Assurance shall be responsible for developing and implementing the M&E framework. Specifically, the Directorate of Quality Assurance will develop:

- a) Instruments to monitor student progress pass rates and drop-out rates, feedback from the labour market and alumni, and research performance.
- b) Tools to be used by students to evaluate courses/curricula, research, service and staff.
- c) Tools to assess special quality assurance processes such as the quality of student assessments, academic staff, student support and facilities.
- d) Special quality assurance instruments for periodic self-assessment at programme and institutional levels.

15.0 Feedback from Stakeholders

Feedback is a very important aspect in ensuring quality standards. Therefore

- a) Opinions of all stakeholders that include students, University staff, the labour market and alumni on quality performance shall be considered.
- b) The alumni shall be regularly interviewed about the University performance and to seek their opinions on the prospects for improvement.
- c) The labour market shall be consulted to provide information on the quality of the graduates, their complements and complaints.

- d) Always there shall be follow up on complaints and complements provided to notify all the University stakeholders.
- e) There shall be routine checking to make improvement on identified problems and complaints received.
- f) The Directorate of Quality Assurance shall develop a quality assurance strategic plan to be able to address customer requirements, satisfaction and feedback process.
- g) Feedback from the surveillance data shall be sought to know the views of the stakeholders.

16.0 Validity of the Policy Provisions

These policy provisions shall become operational immediately upon approval by the MMU Council, and shall remain valid until when they are revoked by the same authority. However, given the changing circumstances under which the University operates, this document is subject to periodic reviews and alterations, and, whenever such alterations happen, the revised version of the document shall take precedence over the previous one.

17.0 Revision of the Quality Assurance Policy

This policy document is subjected to reviews every after Five (5) years of implementation unless need arises as a result of the changing university environment, market forces or any other reason before the stipulated time.

